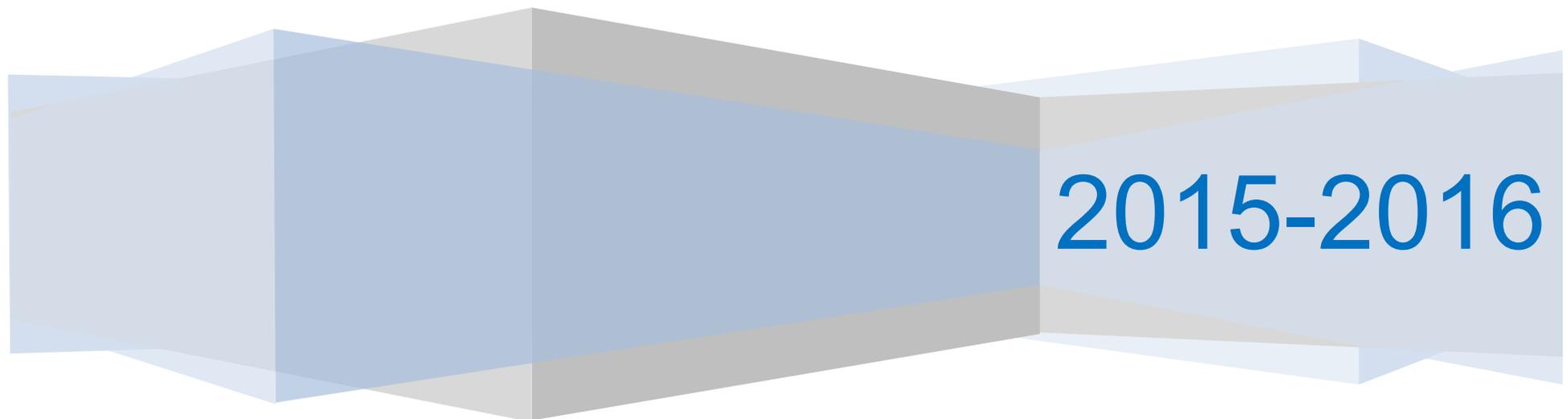


Transformation and Resources Directorate Plan

DRAFT 10



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1. Corporate Plan Vision and Priorities

Our Vision:

“Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here”

The Council priorities at the heart of the Corporate Plan vision are to tackle health inequalities, protect the vulnerable and drive growth and aspiration, and will be delivered through activities set out in key strategic plans including directorate plans, commissioning strategy and the medium term financial strategy.

The Council has also agreed the following themes for delivering its transformation and improvement programme:

- Delivering Differently
- Income and Efficiency
- Managing Demand
- Customer Contact

This plan will set out in more detail how the activities within the Corporate Plan will be delivered within this directorate and confirms the agreed resources required.

1.1 Strategic Director's Overview

During the last year this Directorate has played a pivotal role in remodelling the Council. Key to this remodelling was redesigning services to ensure resources are effectively used to achieve the outcomes needed by residents, whilst identifying required savings to address our financial challenges. Through this programme, our strategic Council is emerging with an emphasis on a strengthened corporate core, supported by more efficient and effective enabling services. This year we will build on this success to further drive out costs and deliver a targeted approach to achieving further savings.

We will support the organisation to continue with the implementation of its ambitious Transformation Programme to ensure the benefits of strategic change are fully realised. Within this framework we will deliver the new Transaction Centre centralising all process driven activity and significantly reduce back office salary costs. We will reconfigure our library services and develop effective and efficient ways for residents to access Council services using digital technologies. We will further explore the feasibility and development of Alternative Delivery Models for appropriate services, supporting innovation such as the formation of a local authority company and a single legal entity for the delivery of services to schools.

We will continue to provide organisational leadership, support Elected Members. We will strengthen Corporate strategic planning and performance monitoring, enhance partnership working arrangements, ensure robust and effective democratic arrangements are in place, further improve corporate governance, ensure financial stability and strengthen the Council's reputation. Significant improvements have already been made in these, areas with further work planned to further revise the Council's constitution to strengthen governance, accountability and compliance; update the Council's contract procedure rules and financial regulations to ensure transparent and robust arrangements are in place; and complete the implementation of key technology upgrades to ensure that the Councils IT service is safe, fit for purpose and provides a better platform to deploy the other technologies that the Council has planned.

The Directorate will continue to directly deliver services to Wirral residents, including the payment of benefits and the collection of revenues. The Directorate strives to ensure vulnerable people are as adequately protected as limited funding allows, during the implementation of welfare reform. The Directorate works in partnership with the key public bodies and other agencies to develop joined up services and deliver improved outcomes for children, young people and adults living in Wirral and support for businesses within Wirral. The Directorate is responsible for leading a fully effective, sustainable and coherent Community Safety Strategy to ensure that the residents of Wirral can live and work in safety and free from crime. The successful delivery of this strategy will be monitored via the Community Safety Partnership.

The delivery of these aims will be underpinned by our corporate values of integrity, efficiency, confidence and ambition. We will measure the progress of this Plan on a monthly, quarterly and annual basis using a range of metrics and report our performance to the Strategic Leadership Team (SLT), Cabinet, Policy & Performance Committees and strategic and operational departmental management teams.

The Directorate meet as a strategic team (DMT) on a weekly basis to discuss matters raised at the SLT, delivery of the Corporate and Directorate Plan goals and priority projects as well as other issues relating to the management and operation of the Directorate. These key messages are cascaded to directorate staff through One Council, team briefings and a series of extended sessions where staff can interact with DMT.

Joe Blott, Strategic Director – Transformation & Resources

1.2 Delivering Outcomes for Wirral – Key Projects

Key Projects we deliver or contribute to

- Continue to transform our corporate support services ensuring effective and fit for purpose functions
- Maximise efficiencies and deliver savings through the establishment of a new ‘transaction centre’
- Implement our new approach to strategic commissioning and review our procurement processes to ensure that our contracts are best practice and deliver value for money
- Develop a robust transformation programme to plan and deliver future savings and deal with our financial challenges in 2015-18
- Develop the ways in which residents access Council services to ensure they are cost efficient, effective and make the best use of technology
- Continue to improve our governance and compliance arrangements and programme of member development in order to strengthen the Council’s decision making processes
- Embed our organisational values and create a culture of leadership and accountability through the development of a new People strategy
- Continue to support our residents who are impacted by the changes in welfare reform and roll out of universal credit
- Implement our asset management strategy to maximise savings and efficiencies

Additional Directorate Plan Activity

- To ensure the Council works effectively with partners to tackle crime and anti-social behaviour

Financial Planning for 2015 – 2016

2.1 Directorate Budget

	2015/16 £'000
Income	(239,864)
Pay	43,595
Non-pay	208,461
Internal Recharges	15,891
Growth	967
Total Net Budget	29,050

2.2 Savings

	2015/16 £'000
Libraries & OSS	307
Call Centre Staffing/Supplies and Services	69
Cashiers Service	41
Postal Contracts Review	100
Salary Sacrifice Scheme	30
Better Use of Buildings	458
Printing	40
Telecomms tender / savings	165
Reduce the cost of Democracy	130
Council Tax over 70s discount	600
Coroner shared with Liverpool	50
Managing the Money	30
Treasury Management	1700
Insurance Charges	88
Total Savings	3808

3. Delivering our objectives

3.1 Our Delivery Plan for 2014-16

Corporate Plan Activities	<ul style="list-style-type: none"> Continue to transform our corporate support services ensuring effective and fit for purpose functions Maximise efficiencies and deliver savings through the establishment of a new 'transaction centre' Implement our asset management strategy to maximise savings and efficiencies 		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
Continue to transform support services, including establishing new Transaction Centre	Implement new Transaction Centre structure	1 May 2015	Head of Business Processes - Malcolm Flanagan
Implement Strategic Asset Management Plan	Drive forward Office Rationalisation work stream of the Driving Value from Assets programme: <ul style="list-style-type: none"> Building upgrades to Cheshire Lines and Wallasey Town Hall to maximise occupancy by 30th June 2015 Disposal/sale of Acre Lane by 30th September 2015 	30 September 2015	Head of Infrastructure Services – David Armstrong
	Establish performance indicators to accurately report performance base data on condition in accordance with best practice: <ul style="list-style-type: none"> Migration of Council Asset data to new asset management system by 30th June 2015 Implement programme of condition surveys for all corporate and school assets by 30th September 2015 Analysis of first performance indicators for asset condition by 31st March 2016 	31 March 2016	Head of Infrastructure Services – David Armstrong

Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRDP13	Client finance recovered by end of month following billing	74.00% (P)	80.00%	Monthly	Head of Business Processes - Malcolm Flanagan
TRDP14	Recovery of Council Tax	95.5% (P)	95.6%	Monthly	
TRDP15	Recovery of National Non Domestic Rates (NNDR)	96.4% (P)	96.5%	Monthly	
TRDP06	Suppliers paid within 30 days or payment terms	90.00% (P)	90.00%	Monthly	Head of Procurement and Payments Service - Ray Williams
TRDP07	Local SME suppliers paid within 10 days	50.00% (P)	60.00%	Monthly	

Link to Corporate Risk Register

Risk reference	
FI1	Failure to deliver within budgets
GO1	Failure to remodel the Council

Corporate Plan Activities	<ul style="list-style-type: none"> Implement our new approach to strategic commissioning and review our procurement processes to ensure that our contracts are best practice and deliver value for money Continue to improve our governance and compliance arrangements and programme of member development in order to strengthen the Council's decision making processes 		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
Review and revise the Council's Contract Procedure Rules (CPRs)	Review CPRs to ensure that they are fit for purpose and conform with 2014 Public Contract Regulations	June 2015	Head of Legal and Member Services – Surjit Tour
	Revised CPR to be agreed by Council	July 2015	
	Full implementation of new procedures by Practitioners	September 2015	
Develop measures to provide evidence how or where Equality Impact Assessments (EIAs) have informed our policy and decision making and improved outcomes	Strategic Leadership Team to agree programme (including templates and PIs for 2016/17 onwards) to measure EIA outcomes based on case studies	30 June 2015	Strategic Director Transformation and Resources / Chair Workforce Equality Steering Group - Joe Blott
	Roll-out agreed EIA outcomes programme and pilot collection of PI data to enable 2016/17 target setting	30 July 2015	
Implementation of ModGov reports management function	Specification approved	June 2015	Head of Legal and Member Services – Surjit Tour
	Preparatory work for implementation (testing / training) completed	September 2015	
	Completion of roll out of ModGov	December 2015	
Audit & Risk Committee membership	Inclusion of independent members (subject to Secretary of State Directive)	December 2015	

Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRDP20	Number of Information Governance Incidents (including reported vulnerabilities which could potentially result in a breach)	45 (P)	30	Monthly	Senior Information Risk Owner (SIRO), Mike Zammit
TRDP21	Number of Information Governance Breaches	1 (P)	0	Monthly	
TRDP08	Reduction in the total number of extraordinary Council meetings	15 (P)	15	Monthly	Head of Legal and Member Services – Surjit Tour
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	8 (P)	8	Monthly	
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	25 (P)	25	Monthly	

Link to Corporate Risk Register

Risk reference	
DA2	A failure in information governance
GO2	Failure to establish governance arrangements that support change
GO3	Internal policies and procedures could delay change
PE6	Failure to ensure sufficient capacity and technical knowledge to deliver effective and compliant commissioning and procurement

Corporate Plan Activity	Develop a robust transformation programme to plan and deliver future savings and deal with our financial challenges in 2015-18				
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer		
Support the implementation of the Transformation Programme	Staff impact of budget savings assessed and profiled	April 2015	Strategic Director Transformation and Resources - Joe Blott		
	Benefit realisation plans in place for key transformation projects	April 2015			
	Define and scope key projects for 2016/17	June 2015			
Support robust budget setting processes to deal with financial challenges	2016/17 Medium Term Financial Plan to be revised	November 2015	Interim Director of Resources - Tom Sault		
	Produce budget for 2016/17 and beyond	11 March 2016			
	Publish accounts with unqualified Audit Opinion	30 September 2015			
Related Performance Indicators					
Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRCP02	Projected Delivery of Council budget savings	£32.883m (P)	£38.024m	Monthly	Strategic Director Transformation and Resources - Joe Blott
TRDP19	Directorate Savings achieved	£3.958m (P)	£3.808m	Monthly	
Link to Corporate Risk Register					
Risk reference					
FI1	Failure to deliver within budgets				
GO1	Failure to remodel the Council				
GO7	Use of untried / untested models				
PE1	Scale and pace of change could exceed organisational capacity				
PE3	Skills within the Council could be insufficient				

Corporate Plan Activity	Develop the ways in which residents access Council services to ensure they are cost efficient, effective and make the best use of technology		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
Implement the Council's Customer Access Strategy	Compile a baseline of all customer transactions across the Council	September 2015	Head of Business Processes - Malcolm Flanagan
	Analyse Data, identify and investigate gaps in/ barriers to provision (including protected groups) and develop business cases to meet identified need	December 2015	
	Implement a customer relationship management solution and effective reporting tool that enables the Council to meet its equality duty	June 2016	
	Develop an efficient and effective online customer service that provides a robust monitoring capability	October 2016	
Link to Corporate Risk Register			
Risk reference			
FI1	Failure to deliver within budgets		
GO7	Use of untried / untested models		
DA1	Quality and availability of data and intelligence		
SO3	Failure to equip the community to be more self-reliant		

Corporate Plan Activity	Embed our organisational values and create a culture of leadership and accountability through the development of a new People strategy				
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer		
People Strategy	Approval of People Strategy	30 September 2015	Head of Human Resources and Organisational Development - Chris Hyams / Corporate Equality and Cohesion Manager - Jacqui Cross		
	Implementation of action plan arising from the People Strategy	31 March 2016			
Equality Plan - Workforce Equality Objectives	Analyse and publish workforce equality profiling information	30 September 2015	Strategic Director Transformation and Resources / Chair Workforce Equality Steering Group - Joe Blott		
	Publish workforce equality Best Practice Model	31 October 2015			
	Implement Job Evaluation and Equal Pay Plan by 31 st December 2015	31 December 2015			
Related Performance Indicators					
Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRCP03	Performance Appraisals completed by 30 th September 2015	48% (P)	80%	Monthly	Head of Human Resources and Organisational Development - Chris Hyams
TRCP04	Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative)	10.55 (P)	9.75	Monthly	
Link to Corporate Risk Register					
Risk reference					
DA1	Quality and availability of data and intelligence				
PE1	Scale and pace of change could exceed organisational capacity				
PE3	Skills within the Council could be insufficient				
PE4	Failure to ensure that the culture of the organisation supports the future operating model				
PE6	Failure to ensure sufficient capacity and technical knowledge to deliver effective and compliant commissioning and procurement				

Corporate Plan Activity	Continue to support our residents who are impacted by the changes in welfare reform and roll out of universal credit
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Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRDP16	Spend allocation of Discretionary Housing Payment	114% (P)	100%	Monthly	Head of Business Processes - Malcolm Flanagan
TRDP22	Average number of days to accurately process new Benefit claims	27 (P)	25	Monthly	
TRDP23	Average number of days to accurately process change in circumstance Benefit claims	20 (P)	15	Monthly	
TRDP24	% grant income achieved	99.6% (Mid year estimate based on £145,211m)	99.9% (initial estimate based on submission £142,168m)	Monthly	
TRDP25	£ Identification of Fraud and Error (FERIS)	£200k (introduced for last 4 months in 14/15)	£768K (anticipated annual baseline expected to be achieved by DWP)	Monthly	

Link to Corporate Risk Register

Risk reference	
FI1	Failure to deliver within budgets
FI2	Major Fraud or corruption
GO4	Failure to identify potential changes to government policy early enough to influence and respond
EC2	Welfare Reforms

Directorate Plan Activity	To ensure the Council works effectively with partners to tackle crime and anti-social behaviour		
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Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
To review Wirral's Community Safety Strategy, to ensure it meets local needs.	Review the Data and Analytical Support available across the Community Safety Partnership to ensure we have a coherent and joined up support service with clear Information Sharing Agreements.	30 September 2015	Head of Corporate & Community Safety – Mark Camborne
	Community Safety Strategy updated and approved by Council.	31 March 2016	

Link to Corporate Risk Register

Risk reference	
SO3	Failure to equip the community to be more self-reliant

4. Risk Register

Objective	Ref.	Risk Description	Risk Owner
All		<ul style="list-style-type: none"> Staff do not possess the required skills, knowledge and expertise to deliver the Directorate's full range of objectives and priorities 	J Blott
All		<ul style="list-style-type: none"> Insufficient capacity to deliver the Directorates full range of objectives and priorities (including response to demand changes and for new areas / projects) 	J Blott
All		<ul style="list-style-type: none"> Interruption to services e.g. a major incident / IT failure, loss of buildings or staff 	J Blott
All		<ul style="list-style-type: none"> Failure to identify and respond effectively to any changes in legislation 	S Tour
All		<ul style="list-style-type: none"> Failure to plan, resource or deliver agreed budget changes adversely affecting service delivery 	J Blott
Improving Corporate Governance		<ul style="list-style-type: none"> Failure to follow procedures and practices e.g. information is not adequate or lack of understanding of arrangements, obligations and duties 	S Tour
Information governance (including FOI and DPA)		<ul style="list-style-type: none"> Failure to comply with statutory obligations and duties. Could lead to enforcement action by ICO, financial penalty and reputational damage 	S Tour
Merseyside Pension Fund		<ul style="list-style-type: none"> Benchmark performance does not keep pace with liabilities 	P Wallach
All		<ul style="list-style-type: none"> Failure to provide adequate technical controls to protect the council's information and information systems 	M Zammit
Revenues Collection		<ul style="list-style-type: none"> Revenues Collection (Council Tax, Business Rates and Sundry Debtors, including client finance) significantly reduces, impacting on Council finances including Council Tax Support payers' non-payment of sum due, and increased charges on empty properties. 	M Flanagan
Benefits		<ul style="list-style-type: none"> Failure to maximise receipt of grant income in respect of benefits 	M Flanagan

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This directorate plan has been endorsed by:

Joe Blott, Strategic Director- Transformation and Resources

Councillor Phil Davies, Leader of the Council

Councillor Ann McLachlan, Cabinet Member for Governance, Commissioning and Improvement

Councillor Adrian Jones, Cabinet Member for Support Services

Councillor Chris Meaden, Cabinet Member for Leisure, Sport & Culture